



Patterns of Alternation Leadership and their Relationship to the Job Performance of Members of the Administrative Board of Sports Clubs in the Central and Southern Regions

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Abstract: In view of the importance of the topic of alternation leadership in the field of supporting and enhancing the levels of job performance of sports clubs to allow work development and improve efficiency, this study comes through which we try to highlight the role played by alternation leadership styles in supporting job performance in sports clubs in Iraq. Accordingly, the main objectives of the research were as follows:

- To know the relationship between the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq, and the patterns of alternation leadership (conditional reward, management by active exception, management by static exception).
- To Know the percentage of the contribution of alternation leadership styles (conditional remuneration, active exception management, static exception management) in the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq.
- To predict the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq in terms of alternation leadership styles (conditional remuneration, active exception management, static exception management).

To achieve the study goals, the researcher used descriptive method by survey and the study of correlated relations, while the research sample were the members of the administrative board of sports clubs in the central and southern regions of Iraq, who reached their number (200) members, as well as the means of data collection, After a series of field procedures represented in ensuring the validity of standards of alternation leadership and job performance, the researcher initiated research procedures, and using appropriate statistical means to address the results to serve the research and achieve the objectives, the researcher devised a predictive equation through which the job performance of

members of the administrative board of sports clubs in the central and southern regions of Iraq can be predicted, in terms of alternation leadership patterns (conditional reward, management with active exception, management with static exception), and the researcher also reached to: The job performance of the members of the administrative board of sports clubs in the central and southern regions of Iraq is related to a real relationship with the patterns of alternation leadership (conditional reward, management by active exception, management by static exception).

1-Introduction:

In view of the importance of the subject of alternation leadership in the field of supporting and enhancing the levels of job performance of sports clubs to allow business development and improve efficiency, this study comes through which we try to highlight the role played by alternation leadership patterns in supporting job performance in sports clubs in Iraq. Job performance indicators are considered one of the most important tools that administrative board must use to objectively measure the extent of their success in accomplishing their assigned tasks and achieving the goals set for them. By measuring these indicators, it is possible to assess the current state of job performance and identify areas that require improvement and development. It is also possible by measuring the indicators to compare the job performance of administrative board from one period to another and compare their performance with other similar departments.

The theoretical importance of this study lies through the development of a knowledge framework for members of the administrative board in the Iraqi clubs for the central and southern regions on:

- The relationship between the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq, and alternation leadership patterns (conditional reward, management by active exception, management by static exception).
- The percentage of the contribution of alternation leadership patterns (conditional remuneration, active exception management, static exception management) to the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq.
- Predicting the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq, in terms of alternation leadership patterns (conditional remuneration, active exception management, static exception management).

The practical importance of this study appears through:

- Its results and recommendations, which may help answering some questions about the feasibility of predicting the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq through alternation leadership patterns (conditional reward, management by active exception, management by static exception).
- Identify the appropriate objectives and means that contribute to the development of the job performance of the members of the administrative board of sports clubs in the central and southern regions of Iraq.
- Showing the importance of alternation leadership and its dimensions, and working to spread awareness among departments of the need to adopt it as one of the effective leadership approaches.
- Developing the role of alternation leadership in determining strategic options, and activating mechanisms and methods that help develop the activities of the institution on the one hand, and on the other hand, enhancing the participation of individuals in decision-making related to improving individual and collective performance in clubs.

- Emphasizing that achieving and supporting job performance can only be achieved if there is efficient and effective alternation leadership.

Research problem:

In this study, the researcher will try to answer the following questions:

- What is the relationship between alternation leadership patterns (conditional reward, active exception management, static exception management), and the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq?
- What is the contribution of alternation leadership patterns (conditional remuneration, active exception management, static exception management) to the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq?
- Is it possible to predict the job performance of the members of the administrative board of sports clubs in the central and southern regions of Iraq, in terms of alternation leadership patterns (conditional remuneration, management with active exceptions, management with static exceptions)?

Research Objectives:

- To know the relationship between the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq and the patterns of alternation leadership (conditional reward, management with active exception, management with static exception).
- To know the percentage of the contribution of alternation leadership patterns (conditional remuneration, active exception management, static exception management) to the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq.
- Predicting the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq, in terms of alternation leadership patterns (conditional remuneration, active exception management, static exception management).

Research hypotheses:

- There is a significant correlation between the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq, and alternation leadership patterns (conditional reward, management with active exception, management with static exception).
- The alternation leadership patterns (conditional remuneration, active exception management, static exception management) contribute directly and effectively to the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq.

2- Method:

The researcher used the descriptive method by studying correlated relations due to its suitability the nature of the study and its objectives, the research community represented by members of the administrative board of sports clubs in the central and southern regions of Iraq, who reached (200) members distributed over (28) clubs, the research sample was chosen in a simple random way and they reached (65) members for application, and the sample was chosen to legalize the two standards in a simple random way and they reached (110) members, The exploratory experiment are (20) members. To achieve the objectives of the research that the researcher wants to reach, he had to follow specific basic steps to reach the desired goal, as well as some detailed steps, and these steps are:

Determining the tests involved:

The researcher has detected the limits of his study with the variables of alternation leadership patterns, and the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq. In order to determine the test that is concerned with measuring alternation leadership patterns, alternation leadership patterns, a survey of relevant scientific sources and references was conducted, which resulted in the adoption of forms of alternation leadership styles as well as the measure and job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq. The researcher distributed a questionnaire form to poll the opinions of (5), from experts and specialists in this field to determine their validity.

Alternation leadership patterns scale:

The alternation leadership patterns scale prepared by (Ahmed Masnoaa', Abdullah Qwaider Al-Wahid: 2020) was used in the study, which consists of (26) paragraphs, as the paragraphs were formulated to identify alternation leadership patterns, the alternatives were given five, so the highest degree on the scale is (130) and the lowest degree (26) and the paragraphs of each style are conditional reward and the number of paragraphs is 10 paragraphs and the highest degree is on the first pattern (50) and the lowest degree (10) either pattern management with active exceptions, the number of paragraphs is (9) paragraphs and the highest degree is on the first pattern (45) and the lowest degree (9), while the management pattern with the static exception is the number of paragraphs (7) paragraphs and the highest degree is on the first pattern (35) and the lowest degree (7).

Job performance scale:

The study used Job performance scale which prepared by (Maan Ahmed Saleh Al-Abdullah: 2018) and consists of (26) paragraphs, as the paragraphs were formulated to identify the patterns of alternation leadership, the alternatives were given five so the highest degree on the scale (130) and the lowest degree (26) and that the paragraphs of each pattern is the conditional reward and the number of paragraphs (10) paragraphs and be the highest degree on the first pattern (50) and the lowest degree (10) As for the management pattern with the exception of the active number of Paragraphs (9) paragraphs and be the highest degree on the first pattern (45) and the lowest degree (9), either the pattern of management exception static number of paragraphs (7) paragraphs and be the highest degree on the first pattern (35) and the lowest degree (7).

The study used job performance scale which prepared by (Duha, 2013) and consists of (18) paragraphs, as the paragraphs were formulated to identify job performance, has been given alternatives five weights the following: (strongly agree, agree, neuter, disagree, strongly disagree) Alternatives to answer were given degrees (5, 4, 3, 2, 1) so be the highest degree on the scale (90) and the lowest degree (18).

Exploratory experience:

Verification of the integrity of the contexts used to conduct tests of alternation leadership pattern, and the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq, and knowing the availability of their conditions, and the implementation of those conditions, is a basic requirement, and achieving it necessitated conducting an exploratory study for the period from (5-10/11/2022), on a sample of (28) members of the administrative boards, and they were selected in a simple random way and from each club one member. The results showed an achievement of all the purposes for which the exploratory experiment was conducted, which indicates the good response of the members of the administrative board and their rush to implement the test, and the appropriateness of the time specified for it and good output and organization, how to conduct, apply and record its results, as well as its validity in measuring the patterns of alternation leadership,

and the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq.

Scientific transactions of tests used in the research:

Firstly: validity:

1- Content validity: The content validity of the researcher's study was assessed by examining the extent to which the test accurately represents the phenomenon it intends to measure, specifically the alternation leadership patterns and job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq. This assessment was conducted through a questionnaire distributed to a panel of five specialists, who provided their expert opinions on the validity of the test. The validity of the test is established when it has unanimous agreement from all experts involved, indicating that the test accurately portrays the phenomenon it intends to evaluate. Upon completion of data collection, the researcher employed the X^2 test to analyze the data. The obtained results indicated that the test hypothesis was accepted, as the achieved values exceeded the critical value of X^2 (3.84) at a significance level of 0.05, with 1 degree of freedom. Table 1 illustrates the test's validity.

Table (1) shows the validity of the measures of alternation leadership patterns and job performance

test	Number of answers		Σ^2		Sig.
	Eligible	Ineligible	calculated	tabular	
Alternation leadership patterns	5	-	5	3.84	Sig.
Job performance	5	-	8	3.84	Sig.

2 -Discriminatory ability of the standards of alternation leadership patterns, and job performance:

To detect the discriminatory ability of the standards of alternation leadership patterns, and the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq, which was applied to a sample of (110) members of the administrative board, the researcher conducted a comparison of the test results for the sample of legalization. For each paragraph of the two scales and used (T) test, for two independent samples after dividing them into two upper groups and a lower group (27%), and when comparing the value of the calculated(T), which was limited between (5.521 - 10.309) for the scale of alternation leadership patterns and between (5.521 - 10.309) for the measure of job performance with the tabular value of (2.091), at the freedom degree (58), and the level of significance (0.05), the value of the T statistically significant indicator of discrimination for the scales of alternation leadership patterns, and job performance.

3- Internal consistency: The other method to analysis of paragraphs is to find the correlation between the degree of each paragraph and the total degree of the scale, as this method is one of the most accurate means known to calculate the internal consistency of paragraphs in measuring the concept, and means that each paragraph of the paragraphs is going in the same direction as the scale as a whole. Jobby calculating the Pearson correlation coefficient on the analysis sample (legalization sample), consisting of (110) members of the administrative board of sports clubs, and accordingly the results of the correlation were limited to the scale of alternation leadership patterns between (0.527 - 0.819) and the job performance scale between (0.642 - 0.893). To know the statistical significance, it was compared with the value of the tabular correlation coefficient (0.138) at the degree of freedom (108) and the level of significance (0.05) and all the values of the paragraphs of the list were functional.

Secondly - Reliable: The researcher tried to find the reliability coefficient for the scales of alternation leadership patterns, and the job performance of members of the administrative board of sports clubs in the central and southern regions of Iraq, through the half-segmentation where and the extraction of the correlation coefficient for the stability of half the test as it amounted to (0.826, 0.872) respectively for the scales of alternation leadership patterns, and job performance and in order to obtain the reliability of the full test the researcher applied the Spearman Brown equation appeared that the amount of Spearman Brown has reached (0.905, 0.932) respectively Alternation leadership patterns, and job performance.

The main experiment:

After completing the exploratory experiment, and obtaining its results, which it became clear the validity of the scale (alternation leadership patterns, and job performance), the researcher conducted his main experiment on (13/12/2022).

3- Results:

Statistical description of the two scales of alternation leadership patterns, job performance results:

Table (2) shows mean, standard deviation and standard error of the scales of alternation leadership patterns, and job performance results.

Variables		m.	St.d	m.d	k-s test	
					calculat ed	Sig.
alternation leadership patterns	conditional reward	38.246	6.912	0,232	1,290	0,072
	management with active exception	36.323	4.538	0,228	1,102	0,177
	management with static exception	24.523	2.326	0,273	1,125	0,159
job performance		71.923	11.682	0,169	1,138	0,150

The findings presented in Table 2 demonstrate a satisfactory distribution of the model-building sample across the various research variables, including alternation leadership patterns, conditional reward, management with active exception, management with static exception, and job performance. The significance levels accompanying the calculated test values (k-s) were all greater than 0.05, indicating that all variables exhibited a normal distribution.

The matter did not conclude at this point, as the minimal standard error values (zero) substantiate their prudent selection and appropriateness in representing the examined population of individuals comprising the administrative board of sports clubs in the central as well as southern areas of Iraq.

Building a model predicting job performance in terms of alternation leadership patterns:

The fulfillment of this subject requires measuring the job performance of the members of the research sample, as well as measuring the patterns of alternation leadership, the sample of application is (65) members.

Finding a correlation between the variables for the building sample:

The aim of the correlation study, is to reveal the relationship between the variables (alternation leadership patterns, and job performance), the correlation indicates a relationship between those variables. To achieve the process of extracting the relationship between variables degrees of the building sample, the simple correlation coefficient (Pearson) was used. It must be noted that the relationship (correlation) between variables, and although it is a useful research tool, but it does not

tell us anything about the predictive ability of variables, in the sense that it does not tell us on causality, it does not indicate the existence of an effect predictive variables of (alternation leadership patterns) on the result variable (job performance) and high levels of linear correlation increase the likelihood that one of the good predictive variables will lose its significance, and it is dispensed with in the model, so it does not be relied upon on These relationships and relied upon when building the predictive model, so the researcher will extract the indicators of the linear regression equation to build the model.

Job performance prediction indicators based on models of alternating leadership:

Investigating the relationship between job performances as well as alternating leadership patterns:

Table (3) shows the Values of the correlation coefficient between job performance and alternation leadership patterns among the model sample

Variables		correlation	correlation coefficient		Sig.
			calculated	Sig. level	
alternation leadership patterns	conditional reward	simple	0.821	0.000	Sig.
	management with active exception	simple	0.733	0.000	Sig.
	management with static exception	simple	0.266	0.016	Sig.

When reviewing the results of table (3), we find that the values of the correlation coefficient between the variable (job performance) and the alternation leadership patterns (conditional reward, management with active exception, management with the exception of static) came the values of the correlation coefficient with (job performance) respectively (0.821, 0.733, 0.266) and that the value of the level of significance accompanying it, which came respectively (0.000, 0.000, 0.016), all of which are greater than (0.05), which indicates that the correlation is significant and the relationship is real, and that the result did not come by chance.

The process of extracting the indicators of a linear regression equation model:

To assess the accuracy of the model's results for the building model sample and its generalizability, it is necessary to determine the model's ability to predict job performance based on variables related to alternative leadership patterns (conditional reward, management with active exception, management with static exception) when applied to another sample. A sharp decline in predictive model power leads to it not being generalizable.

Table (4) Indicators of Quality in the Linear Regression Equation Model

Variables		correlation coefficient R	Interpretation factor R^2	Adjusted contribution R^2	Standard error
Predictive	Result				
alternation leadership patterns	job performance	0.857	0.735	0.722	6.164

Table 4 presents the multiple correlation coefficients, which is determined to be 0.857. Additionally, the interpretation coefficient, also known as the contribution ratio, is found to be 0.735. These values indicate that the alternating leadership patterns account for 73.5% of the variance in job performance. This suggests that the prediction of job performance is influenced by elements beyond the scope of the model, in addition to the variable of alternating leadership patterns (conditional reward, management with active exceptions, and management with static exceptions). The contribution ratio (R^2) generally

represents the extent to which the model explains the variation in the dependent variable (job performance), as obtained from the sample. The adjusted contribution ratio (R^2) quantifies the extent to which the model, obtained from a specific sample within a given society, explains the variation in the dependent variable (job performance).

Table (5) demonstrates the (f) determined value test and related value of the level of significance

Variance	Sum of squares	Freedom degree	Ave. squares	(f) value		Sig.
				calculated	Sig. level	
Between groups	6416.763	3.000	2138.921	56.291	0.000	Sig.
Inside groups	2317.852	61.000	37.998			
total	8734.615	64.000				

According to Table 5, the level of significance associated with the calculated value of f (56.291) is 0.000, which is smaller than the predetermined threshold of 0.05. This suggests that the multiple linear regression model is statistically significant, indicating a strong relationship between the variables being examined, namely fast passing performance and legs motor speed. Therefore, the model provides the most accurate representation of this relationship. The researcher observes that while the analysis of variance provides insight into the overall predictive capability of the model for the outcome variable (job performance), it does not provide information regarding the individual contributions of the predictive variables (conditional reward, active exception management, static exception management) within the model. As a result, it is not possible to determine which of these variables serves as a strong predictor.

Extraction regression equation values:

Table (6) Coefficients in regression equations and the statistical significance of their values

Coefficients					(t) value		Sig.
Coefficient tape		coefficient value			calculated	Sig. level	
		Non-standard	Standard error	standard			
Constant amount	a	13.157-	9.734		2.352-	0.041	Sig.
	B1	1.058	0.173	0.626	6.129	0.000	Sig.
	B2	0.603	0.264	0.234	2.587	0.026	Sig.
	B3	0.926	0.334	0.184	2.778	0.007	Sig.

It appears from Table (6) that fixed amount indicates relationship between degree of job performance and predictive variables Alternation leadership patterns (conditional reward, management with active exceptions, management with static exceptions) where the positive sign of the fixed amount (B1, B2, B3) indicates that relationship is positive between job performance and alternation leadership patterns (conditional reward, management with active exception, management with static exceptions) so the increase in alternation leadership patterns (conditional reward, active exception management, management With the exception of static) by (degrees) accompanied by an increase in job performance by (-13.157) degrees.

Upon revisiting the same table, it is observed that the calculated values (t) for the constant amounts (B1, B2, B3) are 6.129, 2.587, and 2.778, respectively. Additionally, the associated levels of significance for these values are 0.000, 0.026, and 0.007, respectively. It is worth noting that these levels of significance are all below 0.05. Consequently, it can be concluded that the values of B1, B2, and B3 significantly differ from zero. Furthermore, the predictive variables, namely alternation leadership patterns (conditional reward, active exception management, static exception management),

effectively contribute to the estimation of the result values. When conducting a comparison of statistical data (t), it is observed that the impact of conditional remuneration is more significant in comparison to the impact of management with active exception and management with static exceptions. The researcher emphasizes the importance of considering the standard error, which provides information about the variability of values observed when multiple samples are taken from a population of independent variables. The table presented above indicates that the samples are fairly similar, as evidenced by the small values of the standard error. This suggests that the majority of samples exhibit values that are similar to those observed in the collected sample, indicating minimal variation among similar samples.

It can be summarized as test (t) has indicated that values of (constant amount) were different from zero when compared with the values of (constant amount) for similar samples, when the standard error values were small, any small deviation from zero can reflect an important difference because (constant amount) is representative of the majority of different samples.

Deriving job performance prediction equations in terms of alternation leadership patterns:

From the above, it was possible to put the predictive equation for (job performance), in terms of alternation leadership patterns, using the multiple linear regression equation, as follows:

$$Y=a+b1\times x1+b2\times x2+b3\times x3$$

Where:

(y) Represents the expected value Functionality. (a, b) represents linear regression coefficients, which are fixed values. (x1) represents the independent variable (conditional reward). (x1) represents the independent variable (active exception management). (x1) represents the independent variable (management with the static exception). Thus, the main objective of the study has been achieved in part through putting a predictive equation for (job performance), in terms of alternation leadership patterns, for members of the administrative board of sports clubs in the central and southern regions of Iraq.

4- Discussion:

Through the results shown by the tables (3, 4, 5, 6) notes that there is a direct relationship between the patterns of alternation leadership and job performance where more patterns of leadership alternation increased job performance and vice versa and explains the researcher that patterns of leadership alternation in the measure of job performance and provided patterns of administrative capabilities for members of the administrative board of sports clubs in the central and southern regions of Iraq of self-control and strength of personality and endurance and the ability to initiative And through the provision of innovative ideas and solutions and take responsibility and speed in making the right and correct decision and the continuous endeavor by the members of the administrative board of sports clubs in the central and southern regions of Iraq to provide the needs and requirements of workers of equipment, tools and equipment they need and enhance the strengths and spread the spirit of cooperation and interaction and work to develop them among workers and this has a positive and great role on the workers of sports clubs in motivating them to work better, which leads to achieving the required goals through Their positive job performance. It refers to the positive effective impact on the activities of employees in the process of organization and guidance towards the required goals by urging employees within the sports institution to creativity and innovation and encouraging them to think for the future positively). It is a creative process for the successful administrative consisting of a set of interactions that revolve around the personality of the administrator and between the sports institution to which he belongs and the accompanying process of harbingers that end with the achievement of the goals to be reached). And to the performance management that it is an administrative function aimed at measuring the performance results of the work required by

subordinates or for the overall activities within the sports institution for the purpose of ensuring that the work is moving towards the goals previously planned and what is the positive impact on the decision-making process in a timely manner and image that ensures access to the best results required). Alternation leadership focuses on enhancing employee behavior and productivity by tying their performance to formal or implicit agreements whereby successful individuals in the exercise of their duties and roles receive appropriate and encouraging rewards.

5- Conclusions and recommendations:

Conclusions:

Based on the outcomes and goals, the employed methodology, and the constraints of the study sample, as well as the data gathered by the researcher and subjected to statistical analysis, the following findings were able to be drawn:

1. Derive a predictive equation through which job performance can be predicted, in terms of alternation leadership patterns (conditional reward, management by active exception, management by exception static).
2. The contribution of alternation leadership patterns (conditional remuneration, active exception management, static exception management) to the job performance of board members of sports clubs in the central and southern regions of Iraq is significant.
3. The job performance of the members of the administrative board of sports clubs in the central and southern regions of Iraq is related to a significant relationship with alternation leadership patterns (conditional remuneration, management with active exception, management with static exception).
4. The alternation leadership patterns (conditional remuneration, active exception management, static exception management) explain an acceptable percentage of the job performance of board members of sports clubs in the central and southern regions of Iraq.

Recommendations:

The researcher recommends the following:

1. Relying on the predictive equations which resulted in this study, and other studies when determining job performance.
2. Periodic and continuous evaluation of job performance, as well as alternation leadership patterns (conditional reward, active exception management, static exception management).

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Appendix (1) (Final image of the paragraphs of the alternation leadership styles scale)

seq	Paragraph	Strongly agree	agree	neuter	Disagree	Strongly Disagree
The first type: - conditional reward						
1-	The official motivates the worker when he achieves more than he expects to perform.					
2-	The official encourages employees to look at things in a new and rational way					
3-	The importance of having a collective sense of the organization's mission is emphasized					
4-	The official rewards the worker with excellent performance					
5-	The official praises the worker who is quick to correct his mistakes at work					
6-	Workers are involved in making decisions that directly affect their work.					
7-	The worker is informed of the things that must be done by his direct supervisor					
8-	The official informs the worker of what needs to be done to get the bonus					
9-	The official commends the worker when he follows the new methods of performing the work					
10-	The official expresses satisfaction when the worker is able to accomplish what is expected of him					
The second type: - Active exception management						
11-	All errors affecting the achievement of the desired goals are followed up					
12-	Sonelgaz management expresses confidence in workers in achieving the goals set.					
13-	Sonelgaz management is keen to provide workers with feedback on their performance.					
14-	Workers are provided with what is needed to achieve the set standards					
15-	The administrator reconsiders the tasks of the worker to verify that they are appropriate with his skills					
16-	Agreement is reached between the					

	administrator and subordinates on achieving performance objectives					
17-	Outstanding employees receive rewards that encourage improvement					
18-	The administrative officer corrects deviations as soon as possible					
19-	The administrative officer devotes sufficient time to guide and guide workers					
	The third type: - Management with the exception of the static					
20-	The administrative official does not interfere unless the problems become serious					
21-	No action is taken as long as things are going well					
22-	Attention is focused on dealing with and addressing exceptional errors					
23-	Intervention is made in the event that the worker's performance is far from achieving the goals					
24-	Attention is focused on setting well-thought-out and realistic business standards					
25-	Avoid interference except when important matters arise					
26-	Delays in answering urgent questions and matters					

Appendix (2) (the final image of the paragraphs of the job performance scale)

seq	paragraph	Strongly agree	agree	neuter	Disagree	Strongly Disagree
1-	We are keen to achieve the general objectives of the company					
2-	The required work was completed on time					
3-	There is an ability among workers to take responsibility for the daily burdens of work					
4-	There is a commitment and adherence to labor regulations and laws among employees					
5-	Employees are able to adapt when emergencies occur at work					
6-	Coordination and cooperation with others to perform the work					
7-	Employees are keen to carry out the work in accordance with the plans and programs drawn					

8-	The Department provides appropriate training to employees to enable them to perform their work well					
9-	Management's commitment to quality performance helps improve employee performance					
10-	Employees have the ability to create, renew and develop work					
11-	There is an ability for workers to correct errors resulting from performing work					
12-	Direct supervision and continuous follow-up by superiors leads to improving the level of performance of employees					
13-	Employees maintain adherence to official working hours					
14-	The company's employees have the desire and enthusiasm to accomplish the work					
15-	Employees take the time to get work done right					
16-	Employees make enough effort to get work done correctly					
17-	Employees have full knowledge of the requirements of the job they perform					
18-	Executing the orders and instructions issued by the direct supervisor regarding the work					